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## DEVELOPMENT OF AN ANTI-CRISIS PROGRAM OF THE ENTERPRISE ON THE BASIS OF DIGITAL MARKETING

## РОЗРОБКА АНТИКРИЗОВОЇ ПРОГРАМИ ПІДПРИЄМСТВА НА ОСНОВІ ЦИФРОВОГО МАРКЕТИНГУ

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The main objective of this study is to collect and analyze current research within the framework of anti-crisis programs and models in management. The crises that the world has faced since 2019 have radically changed the structure of doing business. Some effects of these changes are still felt even after 4 years. For Ukraine, with the outbreak of a full-scale war, these changes are much more pronounced and require greater efforts to overcome the consequences of the economic decline. One of the options for implementing an anti-crisis program for an enterprise is to use an online marketing strategy, the key factors of which are: company website, e-commerce, search engine marketing, search engine optimization, online advertising, email marketing. In the study, the main advantages of implementing an Internet marketing strategy at the enterprise are outlined, along with the potential disadvantages that may arise.

**Keywords:** anti-crisis programs, anti-crisis models, marketing strategy, online advertising, AI tools.

Основною метою даного дослідження є збір та аналіз сучасних досліджень в рамках антикризових програм і моделей управління. Кризи, з якими зіткнувся світ з 2019 року, радикально змінили структуру ведення бізнесу. Деякі наслідки цих змін все ще відчуються навіть через 4 роки. Для України з початком повномасштабної війни ці зміни є значно виразнішими та потребують більших зусиль для подолання наслідків економічного занепаду. Через обмеження на відвідування магазинів багато споживачів перейшли до онлайн-покупок. Багато підприємств стикаються з викликом швидкого відновлення після кризової ситуації, тому впровадження відповідної системи кризового управління є важливим. Модель кризового управління, розроблена Крістіною Пірсоном та Джудіт Клер у 1998 році, є структурованою основою для підготовки, запобігання, управління та відновлення після кризи. Різні моделі, розроблені для підвищення здатності організацій прогнозувати, запобігати та управляти кризами, включають різні підходи до спектру зрілості кризового управління: попереджувальне, проактивне, реактивне кризове управління та реактивне антикризове управління. Одним із варіантів реалізації антикризової програми для підприємства є використання стратегії онлайн-маркетингу, ключовими факторами якої є: сайт компанії, електронна комерція, пошуковий маркетинг, пошукова оптимізація, інтернет-реклама, email-маркетинг. Перевагами інтернет-маркетингу виділяють: глобальне охоплення, встановлення видимості бренду, двосторонню комунікацію, детальний моніторинг ринку, та економічність. Однак цифровий маркетинг також стикається з певними викликами, такими як висока конкуренція, впровадження інструментів штучного інтелекту, та оновлення алгоритмів пошукових платформ. В умовах постійних криз, пандемій та воєнних станів, важливо впроваджувати антикризову модель управління бізнесом, яка максимально стійка до негативних впливів. Інтернет-маркетинг може допомогти реалізувати цю концепцію, забезпечуючи ефективне просування, залучення клієнтів та збільшення продажів у сучасну цифрову епоху.

**Ключові слова:** антикризові програми, антикризові моделі, маркетингова стратегія, інтернет-реклама, інструменти ШІ.

The subject of this research work is the analysis, development, and implementation of anti-crisis programs for enterprises based on digital marketing.

The relevance of digital marketing in the development of anti-crisis programs for businesses remains poorly understood. Initial investigations into this field, however, do not provide a comprehensive view of the problem. Therefore, further research is essential to directly address the development of anti-crisis programs at enterprises that can navigate these challenging circumstances successfully.

The primary focus of my research is the analysis, development, and implementation of anti-crisis programs for enterprises based on digital marketing.

Theoretical tasks to be addressed in the research work include:

1. Researching and analyzing current theoretical approaches to crisis management.
2. Developing methods and tools for digital marketing and exploring their potential application in crisis management.

Since 2019, the world has been grappling with a global pandemic crisis, and businesses worldwide have had to navigate and respond to the challenges posed by this unprecedented situation. Some of these effects continue to persist even after four years. For Ukraine, the situation has been particularly challenging, exacerbated by a two-year full-scale invasion that has posed unprecedented challenges for small and medium-sized businesses.

With these barriers to in-store visits, many consumers turned to online shopping. This change in shopping resulted in global retail e-commerce increasing 26.4% to US \$4.248 trillion for 2020.

To note, Worldwide e-commerce was 17.9% of total retail sales in 2020, grew to 18.8% in 2021 and to 19.4% in 2022. [1]

Many businesses are confronted with the challenge of swiftly recovering from a crisis situation. Hence, implementing an appropriate crisis management framework is essential. Initially, it's crucial to elucidate the concept of a crisis management model.

The concept of the Crisis Management Model was elucidated by researchers Christine Pearson and Judith Clair in 1998 when they developed one of the initial comprehensive crisis definitions in their work "Reframing Crisis Management." Another notable definition of "crisis" was proposed by W. Timothy Coombs in 2007, emphasizing the significance of stakeholders

perceiving the unforeseen event as a threat. [2]

As outlined by these researchers, the crisis management model serves as a structured framework designed to aid in the preparation for, prevention of, management of, and recovery from a crisis. It offers a fundamental understanding of events, enabling managers to effectively implement best practices. Various models have been created to improve organizational capacity to predict, prevent and manage crises.

There are different approaches to the maturity spectrum of crisis management:

1. Pre-emptive Crisis Management. This approach is aimed at preventing or solving crises at their earliest signs, solving problems before they escalate.

2. Proactive Crisis Management: when organizations take active steps in the early stages of a crisis to influence its course and outcome, seeking to shape events in their favor.

3. Responsive Crisis Management: This approach is used when a crisis occurs suddenly and without warning. However, with quick and thoughtful analysis, organizations can respond effectively with both short-term and long-term implications in mind.

4. Reactive Anti-Crisis Management. This approach is usually driven by panic or reflex reactions and lacks objective thinking. Emotions such as fear dominate the crisis response, leading to defensive actions. Over time, the company may face such problems as high turnover of top managers or even bankruptcy of the business.

There are also a lot of researches, as Can Alpaslan and his colleagues, Steven Fink, Mitroff, John Burnett, Tony Jacques and many other. They employ diverse approaches and models, ranging from highly sophisticated to rather straightforward ones. However, their common objective is to navigate through crisis situations within the enterprise during the early stages. Ideally, their aim is to equip the enterprise with the necessary readiness to anticipate and mitigate any potential changes before the onset of a crisis, which could adversely impact the entire management system.

The most comfortable crisis management model for businesses of all fields is a pre-emptive crisis management, that aimed at preventing or solving crises at their earliest signs, solving problems before they escalate and internet marketing can help to implement this model.

Internet marketing, also known as online marketing or digital marketing, involves promoting brands, products, or services over the internet.

The global expansion of the internet has enabled companies to reach new clients and transform communication channels, both between businesses (B2B) and between businesses and consumers (B2C). Internet marketing offers several key benefits, including global branding, increased product and service awareness, and targeted audience engagement. Effective online marketing strategies enable organizations to connect with their target audience, monitor campaigns, and achieve consistent results.

Internet marketing is essential for organizations seeking to effectively promote their offerings, engage with customers, and drive sales in today's digital age.

To understand the hidden strategy of Internet marketing, it is necessary to consider the following key elements:

– Company website. It can be divided into informational, commercial and non-profit site.

An informational site aims to furnish visitors with relevant information pertaining to their inquiries. It covers an array of topics including news from the realms of sports, politics, science, and other facets of social life. Additionally, it features articles and video content spanning diverse subjects such as medicine, business, education, and more.

A commercial site encompasses corporate portals, landing pages for specific products or services, and online stores, all designed to allure more customers and bolster sales.

A non-profit site may include personal user pages, online representations of educational institutions, and government resources. These platforms primarily aim to disseminate information and facilitate user feedback.

– E-commerce is the buying and selling of goods and services, or the transmitting of funds or data, over an electronic network, primarily the internet. [3] These e-commerce transactions typically fall within five types: Business to Business, Business to Consumer, Business to Government, Consumer to Business, Consumer to Consumer [4].

– Search engine marketing refers to the practice of improving how customers find your product or service on a search engine (such as Google or Bing) through paid advertising. SEM once referred to both paid and organic advertising, but it is now used to refer to paid advertising alone [5].

– Search engine optimization means the process of improving your website to increase its visibility in Google, Microsoft Bing, and other search engines whenever people search for.

– Online advertising a form of marketing and advertising, leverages the Internet to promote products and services to audiences and platform users. It encompasses various strategies such as email marketing, search engine marketing (SEM), social media marketing, diverse types of display advertising (including web banner advertising), and mobile advertising. Nowadays, advertisements are increasingly being disseminated via automated software systems that operate across multiple websites, media services, and platforms, a method commonly referred to as programmatic advertising.

– Email marketing involves utilizing emails as a component of a marketing endeavours to promote company's products and services while nurturing customer loyalty. It enables to communicate with customers on email list, informing them about new products, discounts, and other services offered by the company. Through targeted and personalized email campaigns, email marketing serves as an effective tool for engaging with customers and driving conversions.

Certainly, not all businesses will find equal benefit in utilizing every key element. For instance, a small enterprise solely focused on furniture production may suffice with its own website. However, to broaden and enhance business operations, even such a modest factory could venture into e-commerce by crafting products tailored for online sales. These might include compact cabinets, branded decor items, shelves, and other small commodities that customers frequently purchase directly from a website, without the need to visit a physical store.

Emphasizing the main importance of Internet marketing, the following main elements could be highlighted:

1. Internet marketing establishes brand visibility: it allows businesses to reach a wider audience and establish a strong online presence through various digital channels such as websites, social media, and online advertising.

2. It facilitates two-way communication: Internet marketing enables direct interaction between businesses and customers, fostering engagement and feedback exchange. This communication helps build trust and loyalty among customers.

3. Internet marketing enables detailed market monitoring: With internet marketing tools and analytics, businesses can gather valuable data on customer demographics, behavior, and preferences. This information allows for targeted

marketing strategies and informed decision-making.

4. **Global reach:** Internet marketing enables businesses to reach a global audience, breaking geographical barriers and expanding market reach.

5. **Cost-Effectiveness:** Compared to traditional marketing methods, internet marketing often requires lower investment while offering potentially higher returns, making it a cost-effective option for businesses of all sizes.

Despite the effectiveness and importance of internet marketing, it also faces some challenges:

1. **Competition:** The online marketplace is highly competitive, making it challenging for businesses to stand out and attract customers amidst numerous competitors.

2. **AI tools:** While artificial intelligence (AI) tools can enhance marketing efforts, implementing and managing these tools effectively requires specialized skills and resources, posing a challenge for some businesses. Although AI tools could be very useful in some tasks, for example in automation (in content making or social media posting). But it is highly recommended to use it more like an inspiration rather than an independent tool.

Another positive side of AI tools is data analysis: it can provide insights into trends and customers behaviour. But with interpreting this data it is needed to have some skills and that could be a big challenge for some marketologists.

Nowadays, implementing AI tools in any type of software or gadgets has become a competitive necessity. Businesses that fail to adopt AI tools may fall behind their competitors. However, implementing AI technologies can be costly and resource-intensive, especially for small businesses with limited budgets.

3. **Updates by Search Platforms:** Search engines regularly update their algorithms and policies, impacting website rankings and visibility. Staying updated and adapting to these changes can be time-consuming and challenging for businesses relying on search engine optimization (SEO) for visibility.

**Conclusions.** In the current living conditions of humanity, which face crises, pandemics, and wars every day, it is very important to introduce an anti-crisis model of business management that is as resistant to negative impacts as possible. Many researchers have provided various examples of this system. The most attractive model remains the one in which all crises are predicted in advance and preparations are made to cope with them. Internet marketing can help implement this concept. The main benefits of internet marketing include establishing brand visibility, facilitating two-way communication, enabling detailed market monitoring, global reach, and cost-effectiveness. Despite this, internet marketers and businesses also face challenges. The field of digital marketing is rapidly evolving.

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